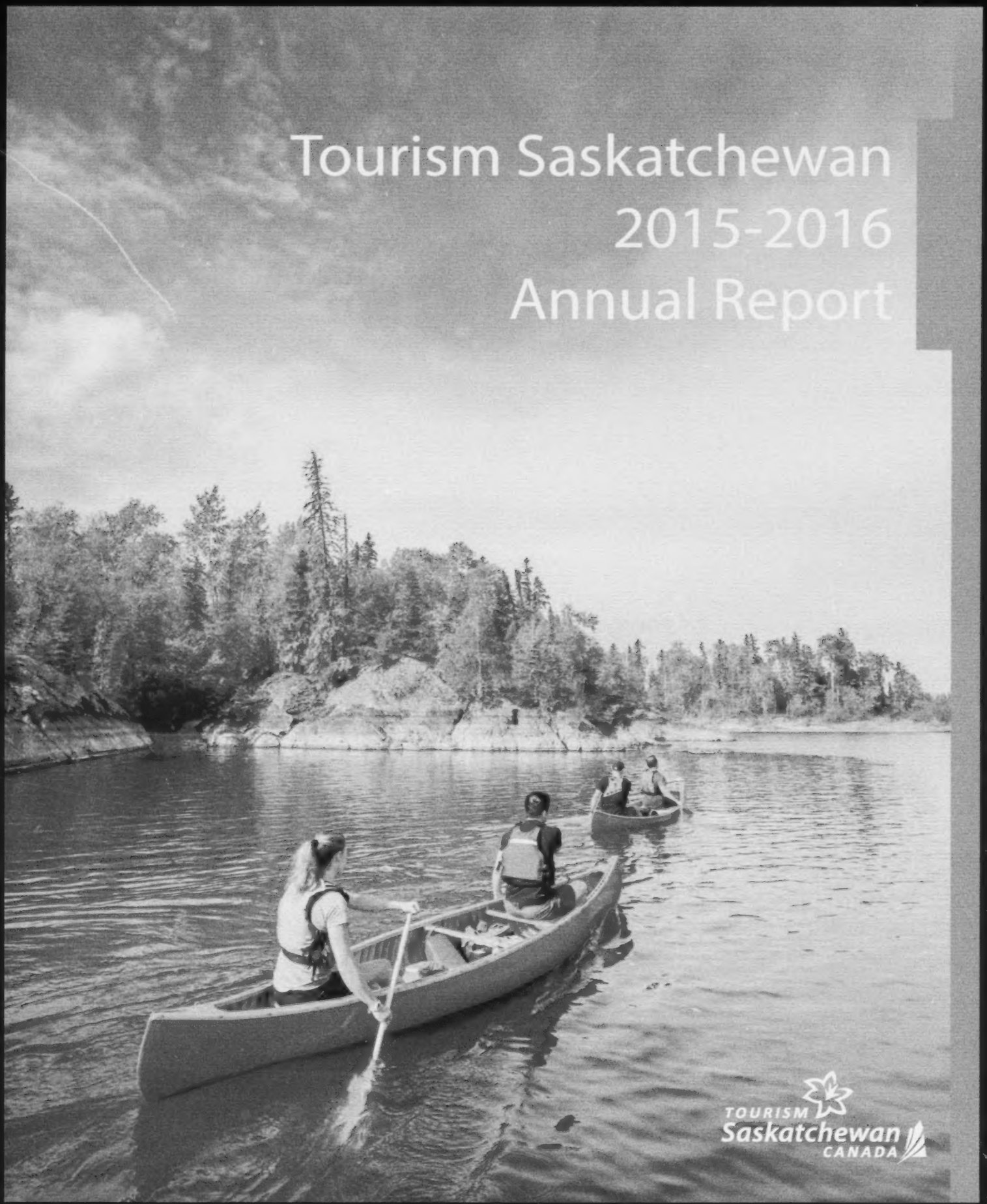
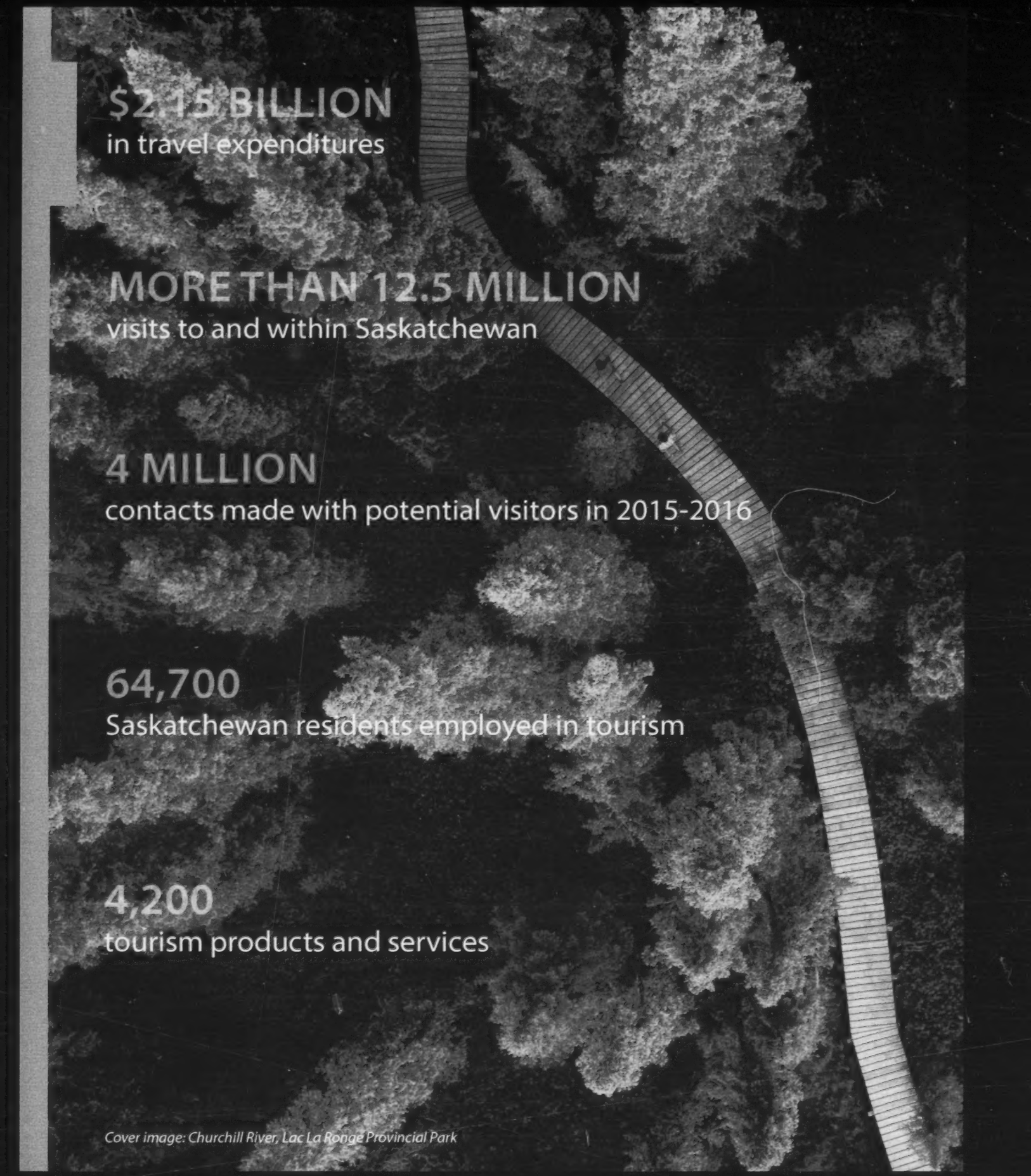
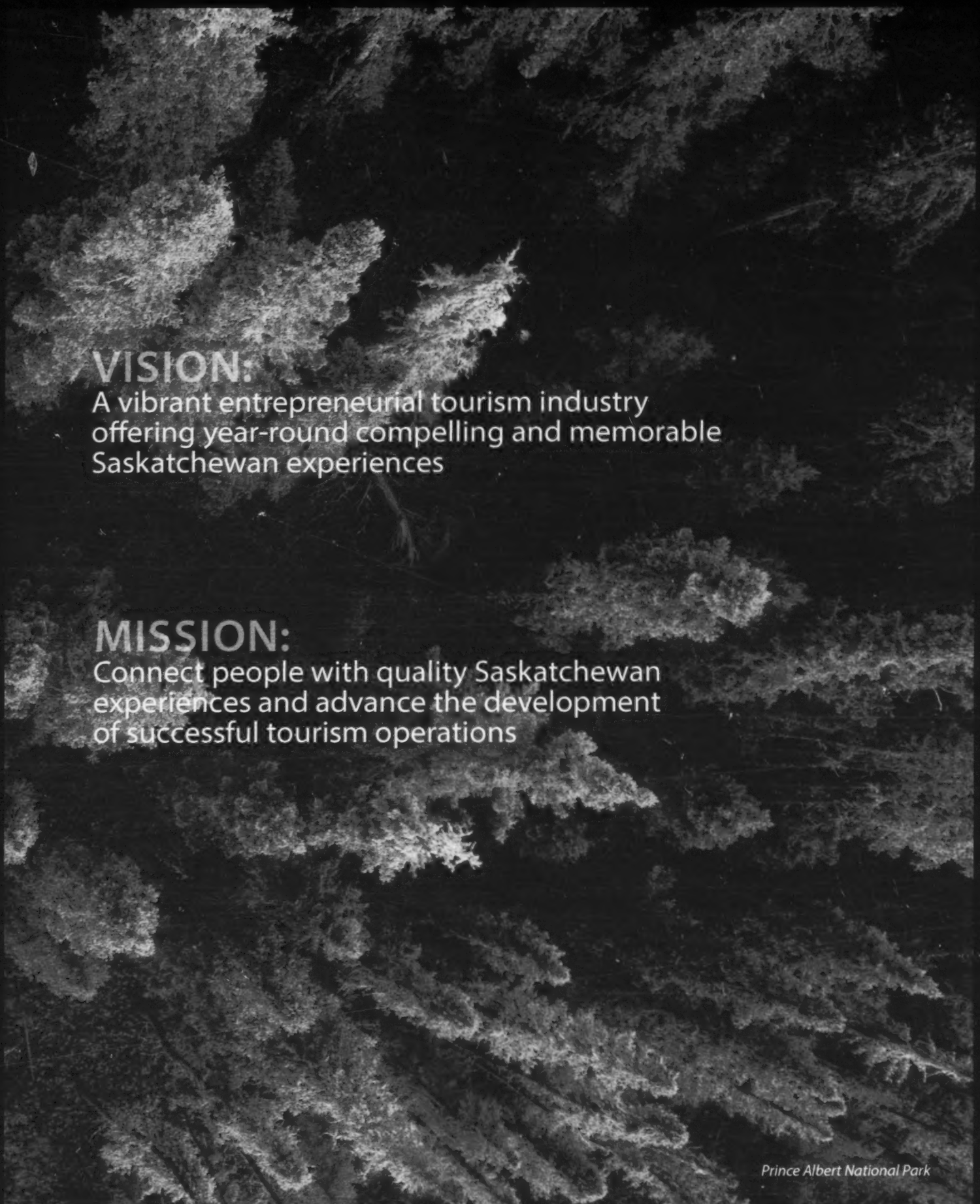
Tourism Saskatchewan 2015-2016 Annual Report





Cover image: Churchill River, Lac La Ronge Provincial Park



VISION:

A vibrant entrepreneurial tourism industry offering year-round compelling and memorable Saskatchewan experiences

MISSION:

Connect people with quality Saskatchewan experiences and advance the development of successful tourism operations

Prince Albert National Park

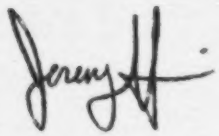
Letter of Transmittal

Her Honour, The Honourable Vaughn Solomon Schofield, S.O.M., S.V.M.
Lieutenant Governor of the Province of Saskatchewan

May it Please Your Honour:

With respect, I submit Tourism Saskatchewan's Annual Report for the fiscal period ending March 31, 2016.

In compliance with *The Tourism Saskatchewan Act*, this document outlines the corporation's business activities and includes audited financial statements.



Jeremy Harrison
Minister Responsible for Tourism Saskatchewan

Introduction

This Annual Report contains information about Tourism Saskatchewan's activities during the past fiscal year (April 1, 2015 to March 31, 2016), along with financial statements for that period.

The purpose of the document is to report to public and elected officials on commitments made and other key accomplishments within the identified fiscal period. It outlines results on committed strategies, actions and performance measures identified in Tourism Saskatchewan's *Strategic Plan 2014-2016*, and denotes progress made on Government commitments, as identified in *Government Direction for 2015-16: Keeping Saskatchewan Strong*, *The Saskatchewan Plan for Growth – Vision 2020 and Beyond*, the funding agreement with the Ministry of the Economy, throne speeches and other statements.

The information contained within demonstrates Tourism Saskatchewan's commitment to effective public-performance reporting, transparency and accountability.

TABLE OF CONTENTS

Letter of Transmittal....2

Introduction....2

Message from the Minister....4

Alignment with Government's Direction....5

Message from the Chair....6

Board of Directors....7

Message from the CEO....8

Tourism Saskatchewan....9

Organizational Structure....10

Saskatchewan's Tourism Sector....11

Progress in 2015-2016....13

Marketing Saskatchewan Experiences....14

Developing Saskatchewan Experiences....21

Fostering Operational Excellence....27

Performance Measures....30

Financial Statements....31

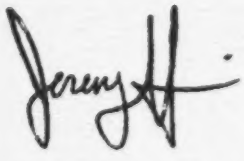
Message from the Minister

As Minister Responsible for Tourism Saskatchewan, I am pleased to acknowledge the organization's work and accomplishments in the 2015-2016 fiscal year. The following pages outline a period that signaled a change in how Saskatchewan is marketed as a destination. The compelling new brand for the province speaks to the dramatic landscapes and skies that influence our personality; the relaxing pace that offers time to connect with the people around you; and the warmth and hospitality of communities, where visitors are made to feel like family. Saskatchewan is truly a special place, abundant in stories and experiences that travellers are seeking.

The Government of Saskatchewan recognizes that a vibrant tourism sector is vital to keeping our economy strong and making Saskatchewan a great place to live, work and visit. Our province saw record growth in the number of visitors and amount of travel expenditures between 2008 and 2012. Tourism continues to deliver strong figures – over $2.15 billion in annual traveller spending and more than 12.5 million visits to and within the province each year.

Saskatchewan has a wealth of tourism resources, and the choices for rewarding careers and business ventures are limited only by the imagination. More than 95 per cent of tourism businesses are small- or medium-sized, independently owned operations. One in 10 workers is employed in tourism or tourism-related activities, and contributes to a labour force nearly 65,000 strong. Volunteers are pivotal to many attractions, to regional parks and community golf courses, and to festivals, athletic competitions and cultural events that attract visitors.

Tourism Saskatchewan is to be commended for its leadership and efforts to build a vibrant tourism sector that has solid strength and can stand its ground in a fiercely competitive industry. At the same time, our tourism character has immense heart and spirit, qualities central to the message – "Welcome."



Jeremy Harrison
Minister Responsible for Tourism Saskatchewan

Alignment with Government's Direction

Tourism Saskatchewan's *2015-2016 Annual Report* aligns with Government's Vision and four Goals:

Our Government's Vision
Saskatchewan's vision is to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life.

Government's Goals
1. Sustaining growth and opportunities for Saskatchewan people
2. Meeting the challenges of growth
3. Securing a better quality of life for all Saskatchewan people
4. Delivering responsive and responsible government

Government's Vision and four Goals provide a directional framework for ministries, agencies and third parties. Tourism Saskatchewan's 2015-2016 activities align with these priorities in an effort to achieve greater success in the efficient delivery of Government services.

Together, all ministries and agencies support the achievement of Government's four Goals and work toward a growing and prosperous Saskatchewan.

In 2015-2016, Tourism Saskatchewan supported Government's Goals through the following:

- Introducing a new tourism brand for Saskatchewan that reflects the province's unique, memorable qualities that make it distinct from other destinations
- Developing impressive, influential campaigns and promotional materials, inspired by the compelling new brand, to reach key target markets and generate interest in Saskatchewan as a travel destination
- Implementing the steps and actions outlined in the *Strategic Plan 2014-2016* to support sector growth and advancement and build awareness of Saskatchewan as a tourism destination
- Implementing recommendations from the *Outfitted Fishing Market Strategy* for retaining current clients and expanding the customer base of anglers from the United States
- Launching a refreshed and improved consumer website and employing innovative technologies and social media channels to engage consumers and influence their travel choices
- Introducing an application-based Co-operative Advertising Program that encourages industry to strategically plan marketing activities and expand their target audience
- Delivering reputable, high-quality tourism education and training programs to enhance employment opportunities and build a skilled, service-driven tourism workforce
- Introducing *WorldHost Fundamentals* workshops that teach the skills and techniques required for world-class customer service
- Launching a pilot project to expand experiential tourism offerings in Saskatchewan
- Delivering an Event Hosting Program that supports a range of events in Saskatchewan communities and attracts national and international showcases, along with special projects that build awareness and visitation
- Delivering professional travel counselling and visitor services to address consumer inquiries, promote Saskatchewan hospitality and contribute to positive first impressions and remarkable guest experiences
- Establishing strong communications channels with industry and partners to provide industry with beneficial information, materials and opportunities to enhance business
- Partnering with industry, stakeholders and Government to maximize resources, align activities and strengthen and expand tourism opportunities
- Engaging staff in cross-departmental continuous improvement teams focused on enhancing the services Tourism Saskatchewan provides to visitors and industry

Message from the Chair

On behalf of Tourism Saskatchewan's Board of Directors, I am pleased to acknowledge the accomplishments of the organization in the 2015-2016 fiscal year. The pages of this annual report reflect an exciting period in which a new brand for the province was launched and a "roadmap" for experiential tourism development was charted. Both items were among the key actions identified in Tourism Saskatchewan's *Strategic Plan 2014-2016*. There is fulfilment in seeing progress on the projects that Tourism Saskatchewan leads, with sights clearly focused on advancing the industry and positioning Saskatchewan more competitively as a destination.

This document outlines activities in 2015-2016, all of which are aligned with strategic priorities and guided by the following statements:

- Tourism Saskatchewan's Vision – *A vibrant entrepreneurial tourism industry offering year-round compelling and memorable Saskatchewan experiences.*
- Tourism Saskatchewan's Mission – *Connect people with quality Saskatchewan experiences and advance the development of successful tourism operations.*

A skills-based Board of Directors, my colleagues and I provide broad policy direction to Tourism Saskatchewan. We have a responsibility to ensure sound fiscal management and see that affairs and business are in order. In 2015-2016, we valued the opportunity to take part in a new round of strategic planning and contribute to the process that will shape the direction of the organization and the industry through to 2020. Two board members completed their terms this year. Our gratitude is extended to Brian Simpson, Vice-Chair, and Lionel Tootoosis for serving on Tourism Saskatchewan's Board of Directors since the Treasury Board Crown Corporation was formed 2012.

Working with CEO Mary Taylor-Ash and her team of professionals is an enriching part of our board experience. We appreciate acquiring new knowledge and a greater understanding of Saskatchewan's travel offerings. Tourism Saskatchewan leads by example – it is a proud *Employer of Choice*. Staff in Regina, Saskatoon and four field offices have great customer service and exceptional hospitality instilled in their nature. Through daily work and activities, they express the organization's values of collaboration, empowerment and nurturing a creative environment to better serve the industry and visitor.

The results of 2015-2016, listed on the pages within, summarize the brand elements and the compelling stories highlighted in television commercials, traditional and online advertising, and promotional materials that are resonating with travellers. They explain the action taken to promote Saskatchewan's world-class fishing in new markets that indicate strong interest. Details are provided about travel media and travel trade efforts that are bringing writers and tour operators here to discover their own Saskatchewan experiences and share with audiences and clients.

Also listed are the successful outcomes of training and education programs, new offerings such as *WorldHost Fundamentals* customer service training and special events workshops, and a new award honouring tourism builders in this province. Fresh approaches and enhancements to several existing programs have made them more efficient and more beneficial to industry operators.

The year in review was one that offered interesting challenges to delivering the mandated responsibilities of tourism marketing, visitor services, industry development, education and training and event hosting. In addition to noting operational highlights in 2015-2016, this report affirms another year of sound financial management.

Norm Beug
Chair, Board of Directors

Board of Directors

Left to right: Norm Beug, Lionel Tootoosis, Cory Rideout, Irene Seiferling, Sandra LeBarre, Brian Simpson. Missing: Dana Soonias

Tourism Saskatchewan is led by a seven-member Board of Directors appointed by Government. As a skills-based board, members bring solid business knowledge and experience to their role in providing broad policy direction to the Treasury Board Crown Corporation.

The Board has established three committees to address specific areas of responsibility:

- Audit Committee
- Governance Committee
- Human Resource Committee

Tourism Saskatchewan acknowledges the following individuals for their commitment to serving on the Board of Directors:

- Norm Beug, Chair
- Brian Simpson, Vice-Chair
- Sandra LeBarre
- Cory Rideout
- Irene Seiferling
- Dana Soonias
- Lionel Tootoosis

Message from the CEO

Saskatchewan is a place of striking contrasts. Landscapes shift dramatically from untouched prairie grasslands to immense stretches of farmland to northern boreal forest (with desert sand dunes and 100,000 lakes in the mix). Four distinct seasons signal beautiful transformation on a regular schedule. In the vast wide-openness of this province, people are drawn closer. It is in those meaningful connections that discoveries are made and lifelong memories formed.

People travel for these very reasons – to discover something new and different, and fulfil the desire for experiences out of the ordinary.

Connecting people with Saskatchewan experiences is part of Tourism Saskatchewan's mission. In 2015-2016, we took a new approach to showcasing the qualities and character of a province that is truly one of the special places in the world. It was an eventful year that began with the launch of a new tourism brand and a compelling campaign that gained widespread attention through traditional media and online channels. The brand pillars – Land and Sky; Time and Space; and Community – provide a foundation for telling Saskatchewan stories in ways that conjure emotional responses and speak to the deep and lasting effect this province has on residents and visitors alike.

The first two stories focused on experiences in southern and rural Saskatchewan. As that campaign unfolded, we were immersed in planning for the next chapters, which would capture the beauty of northern Saskatchewan and the delight of camping with family in Prince Albert National Park. As filming neared, we were conscious of the serious conditions in northern Saskatchewan and concerned for the communities threatened by forest fires and for operators who lost property or dealt with cancellations and a downturn in visitation.

The situation reminded us of the fragility of our natural environment and of the need for strong channels to communicate with travellers and provide them with travel advice that is up-to-date, accurate and helps them make informed decisions.

Attracting visitors is an important focus of our efforts. Delivering on the marketing promise is equally critical and requires a broader commitment. Everyone involved in tourism has a role to play in treating guests to great service and experiences.

Our mission addresses the development of successful tourism operations. Success comes in various shapes and sizes. It may mean achieving an ambitious number of attendees at an event, or it can involve some creative thinking and focusing on the small details that make for authentic, memorable and much-sought guest experiences. In 2015-2016, the groundwork was set to encourage and support experiential tourism development – an action identified in Tourism Saskatchewan's *Strategic Plan 2014-2016*.

A new cycle of strategic planning provided an opportunity to review the outcomes of projects and initiatives categorized under three strategic priorities:
1) Marketing Saskatchewan Experiences;
2) Developing Saskatchewan Experiences; and
3) Fostering Operational Excellence. We are proud of our accomplishments and confident about the future of this dynamic industry.

I am fortunate to be part of a dedicated team of professionals who put citizens first – the people in our industry and the travelling public. I also work with a very knowledgeable and committed Board of Directors. Their support helps our organization achieve its strategic goals and serve the best interests of the industry.

Mary Taylor-Ash
CEO

Tourism Saskatchewan

Tourism Saskatchewan promotes the province as a tourism destination by providing in-province and out-of-province marketing and visitor services. Tourism Saskatchewan assists industry to market and develop quality tourism products through co-operative marketing, education and training and event funding programs.

Tourism Saskatchewan was established in accordance with *The Tourism Saskatchewan Act*, proclaimed on July 1, 2012. A Treasury Board Crown Corporation with the meaning of *The Crown Corporations Act, 1993*, Tourism Saskatchewan is a continuation of the Saskatchewan Tourism Authority, created under *The Tourism Authority Act, 1994*.

The corporation's mandated purposes are:

a) To market Saskatchewan as a tourism destination in domestic, national and international markets
b) To assist Saskatchewan's tourism industry operators to market their products
c) To develop and promote the quality of tourism products and services in Saskatchewan
d) To provide visitor information services
e) To undertake any other activities or functions assigned by the Lieutenant Governor in Council

Responsibility for Tourism Saskatchewan is jointly assigned to the Minister of the Economy and the Minister Responsible for Tourism Saskatchewan. An appointed, skills-based Board of Directors provides policy direction to the Chief Executive Officer (CEO).

Under the leadership of CEO Mary Taylor-Ash, staff in Regina, Saskatoon and four field offices propel work that builds on the organization's solid foundation and steers Tourism Saskatchewan toward fulfilling its goals. Activities and projects align with the Vision, Mission, Corporate Values and Guiding Principles.

Vision: A vibrant entrepreneurial tourism industry offering year-round compelling and memorable Saskatchewan experiences

Mission: Connect people with quality Saskatchewan experiences and advance the development of successful tourism operations

Corporate Values

- Nurture a vibrant and creative organization dedicated to serving the industry and the visitor
- Empower each other and our stakeholders to be innovative and to take risks
- Work collaboratively to build effective, respectful relationships and an inclusive approach for the purpose of delivering excellent results

Guiding Principles:

- Alignment – align our activities, internally and with stakeholders
- Collaboration – collaborate for the mutual benefit of the organization and our stakeholders
- Market-driven – ensure initiatives are market-driven
- Accountable – to industry, public taxpayers and Government

Tourism Saskatchewan's *Strategic Plan 2014-2016* identifies three Strategic Priorities:

- Marketing Saskatchewan Experiences
- Developing Saskatchewan Experiences
- Fostering Operational Excellence

With this solid framework in place, focus and attention are directed at key markets supported by research, and on projects and activities that will advance the province's tourism sector and stimulate economic growth.

Organizational Structure

Executive Office

- Responsible for the framework and day-to-day oversight of all operational activities
- Serves as the main interface between the corporation, its Board of Directors and Government
- Provides administrative support to the Board of Directors
- Through the Chief Executive Officer (CEO):
  - leads the delivery of Tourism Saskatchewan's mandate and vision
  - manages government and community relations
  - nurtures stakeholder and industry partnerships
  - oversees the strategic plan and tactical operations

Marketing and Communications

- Responsible for campaigns and initiatives that promote Saskatchewan tourism experiences and generate visitation to and within the province
- Works with industry to market tourism products
- Manages industry and corporate communications
- Participates in research to determine high-impact markets that produce the greatest return-on-investment
- Delivers professional travel counselling through Tourism Saskatchewan's Regina headquarters and two Visitor Reception Centres
- Maintains strong connections with industry through four field offices
- Departments: Marketing; Communications; Field Operations; Visitor Services

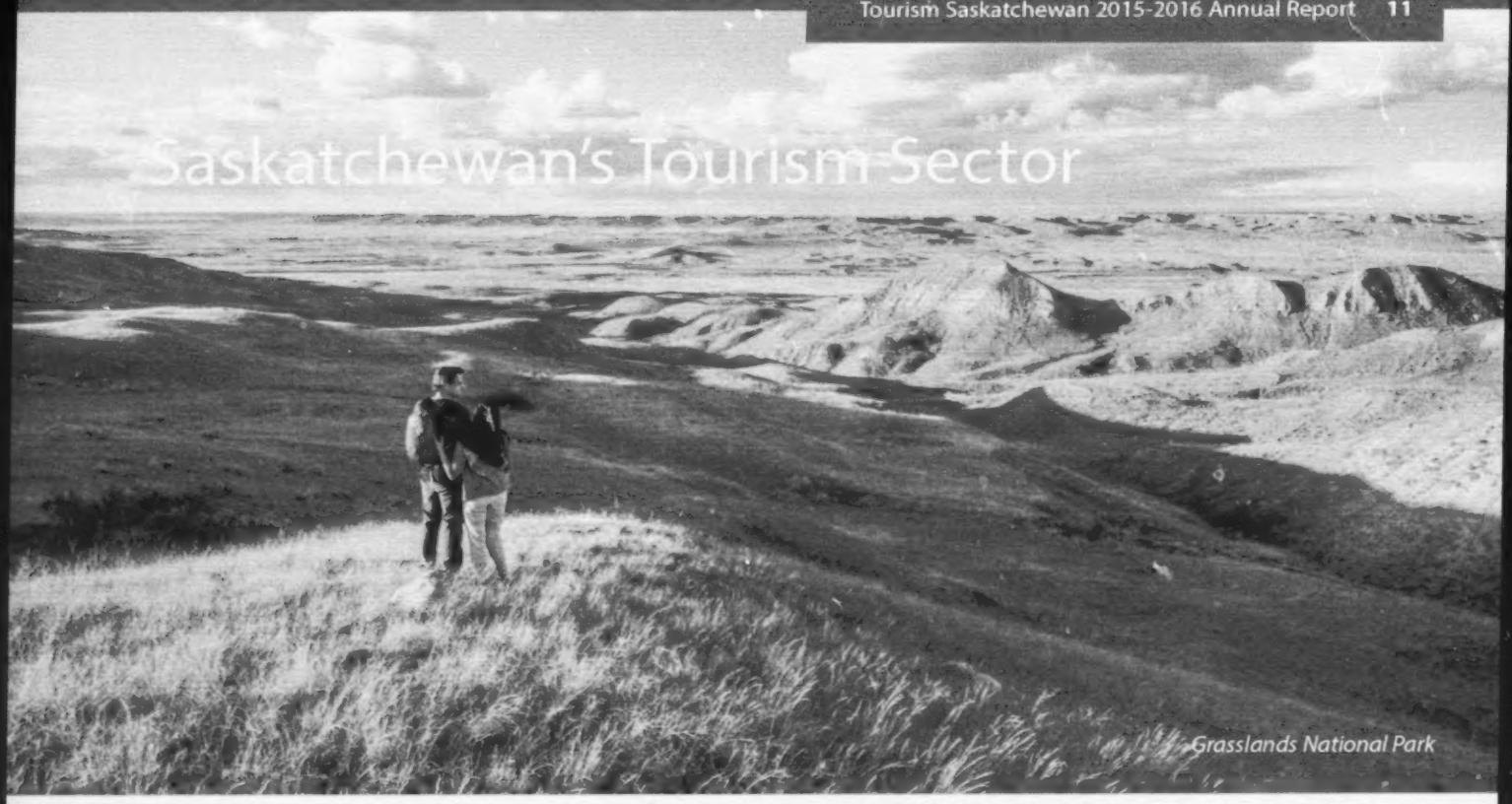
Industry and Community Development

- Supports efforts to attract national and international events to the province
- Manages a funding program that assists communities with event hosting
- Responsible for tourism education and training, and quality assurance to enhance service standards and address the challenges of a competitive labour market
- Assists destination areas and communities in developing and co-ordinating tourism assets to enrich the quality of experiences
- Departments: Saskatchewan Tourism Education Council (STEC); Events; Product Development; Quality Assurance

Corporate Services

- Provides leadership and co-ordination in the areas of strategic planning and monitoring, financial services, enterprise risk management, legislative compliance and contract management
- Develops and implements central human resource strategies
- Supplies information technology services
- Responsible for research, information collection, privacy protection and records management
- Departments: Finance and Administration; eBusiness and Technology; Human Resources; Planning and Research

Saskatchewan's Tourism Sector



Grasslands National Park

Saskatchewan has an impressive wealth of tourism resources, ranging from nearly 100,000 lakes and limitless opportunities for outdoor recreation to an enviable parks system of two national, 35 provincial and almost 80 regional parks to signature attractions that tell the stories of Saskatchewan's history, culture and people.

As a four-season destination, Saskatchewan offers great diversity in travel experiences. Year-round, communities throughout the province – large and small, urban and rural, host festivals and events that showcase talent, culture, athleticism and the remarkable brand of hospitality for which Saskatchewan is known.

Tourism is an important player in the Saskatchewan economy, generating more than $2.15 billion in travel expenditures annually. In 2014, more than 12.5 million visits were made to and within the province. Approximately 4.9 million of these visits were for one or more nights, with $1.42 billion spent on overnight or longer visits – nearly a four per cent increase over 2013. This stability indicates a strong tourism industry following significant growth of 48 per cent in visits and 33 per cent in expenditures between 2008 and 2012.

Saskatchewan residents account for 71 per cent of overnight or longer visits and 58 per cent of expenditures. Other Canadians account for 25 per cent of overnight or longer visits and 27 per cent of expenditures, while visitors from the United States and overseas are responsible for four per cent of overnight or longer visits and 14 per cent of expenditures.

Main motivators for most domestic visitors to Saskatchewan are visiting friends and relatives and pleasure travel. Travellers from the United States are the most likely market for pleasure vacations. Fishing and hunting are their main reasons for visiting, or they may be here as part of a western Canadian trip.

A strong U.S. economy and low Canadian dollar may account for a five per cent rise in Americans entering Saskatchewan by road in 2015, and an 8.2 per cent increase in overnight or longer stays by those visitors.

Wanuskewin Heritage Park, Saskatoon

Enhancing Communities through Employment and Opportunities

Tourism is a sector of five industries:

- Accommodation;
- Food and Beverage Services;
- Recreation and Entertainment;
- Transportation; and
- Travel Services.

Virtually all other areas of business or commerce are influenced by activities in tourism.

A vibrant tourism sector, one committed to product and service excellence, reflects a positive image for a destination and contributes to the success of other businesses.

Saskatchewan has approximately 3,200 organizations offering 4,200 tourism products and services. Tourism provides full- and part-time employment to nearly 65,000 citizens, more than 10 per cent of the working population.

Saskatchewan's tourism sector is 95 per cent small- or medium-sized businesses, with a large segment of those located outside of the province's two major cities. Seventy-nine per cent of tourism businesses and events are situated in communities other than Regina and Saskatoon, and 51 per cent of tourism-related employment is in these areas.

Tourism Benefits Quality of Life

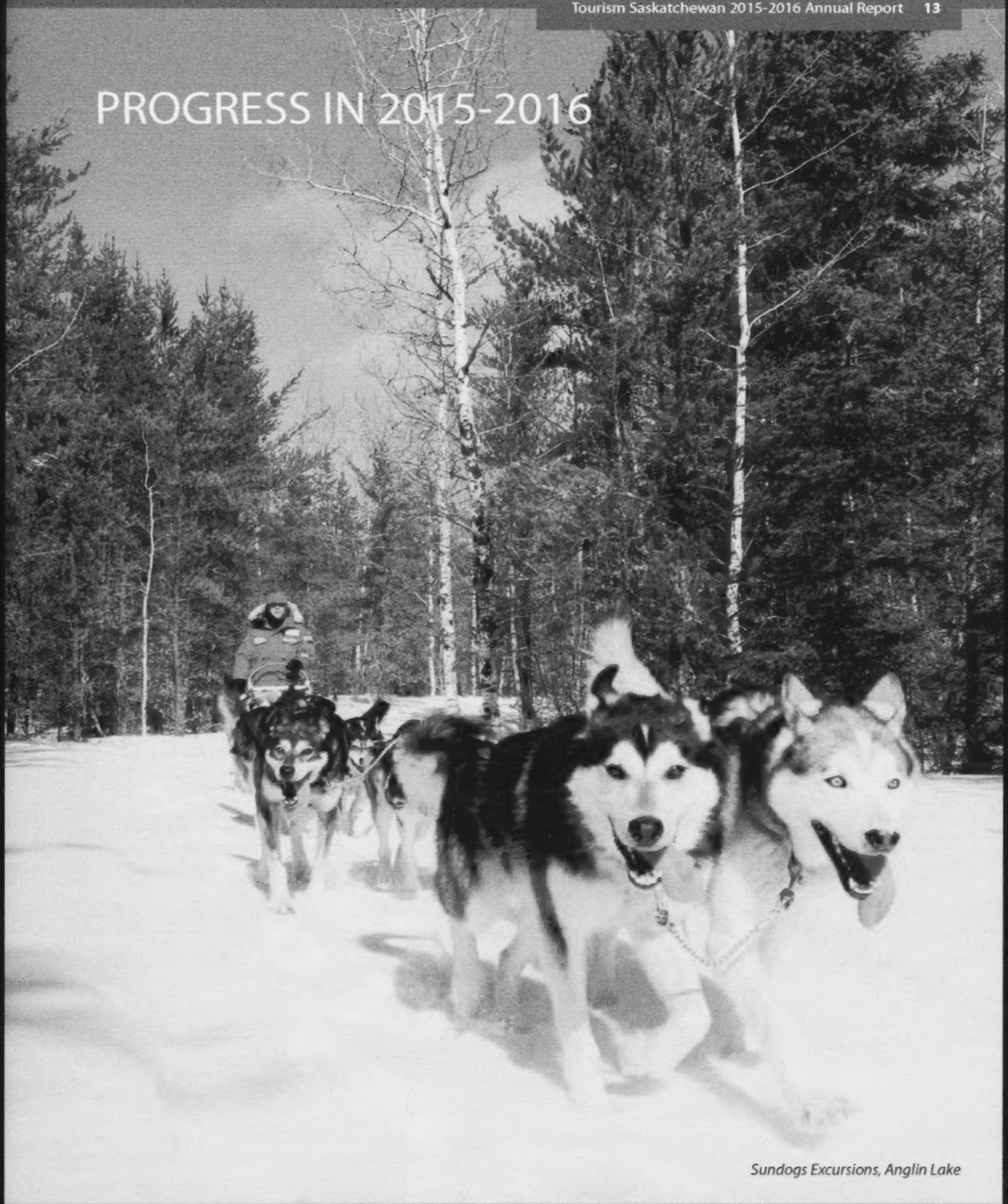
A strong, healthy tourism sector benefits Saskatchewan citizens on many levels. It contributes to the quality of life through public investments in infrastructure, transportation, provincial and regional parks, cultural activities, attractions, events, recreational facilities and other areas.

Tourism is a valuable source of tax revenue for all levels of government. In 2014, tourism in Saskatchewan generated $816 million in taxes on tourism wages and expenditures.

Federal taxes	$476 million
Provincial taxes	$303 million
Municipal taxes	$ 37 million
Total	**$816 million**

Tourism is an important export industry. Export revenue for 2014 totalled $603 million. This is new money coming into the province, staying in the province, and benefitting cities and towns, municipalities, communities and the people who live and work in Saskatchewan.

PROGRESS IN 2015-2016



Sundogs Excursions, Anglin Lake

Prince Albert National Park

STRATEGIC PRIORITY:
MARKETING SASKATCHEWAN EXPERIENCES

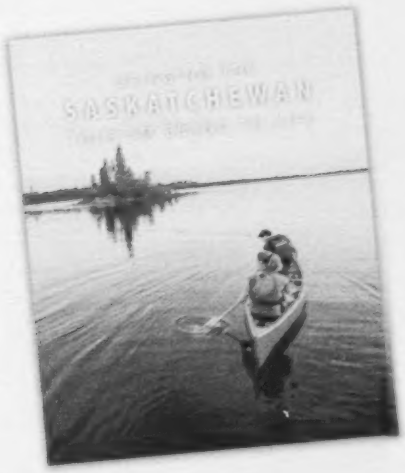
Key Action:
Create and implement a strong tourism identity for Saskatchewan that instils pride in residents and resonates with visitors

Results:
New Saskatchewan Brand – A new brand for marketing Saskatchewan's tourism experiences was unveiled in April 2015. It captures the essence of the province and reflects the qualities that are unique and memorable, and make Saskatchewan distinct from other destinations. Brand pillars – Land and Sky; Time and Space; and Community – inspire stories and creative elements that are featured in campaigns, advertising, online and social media, and the range of activities and materials that promote Saskatchewan travel experiences.

The first two Saskatchewan stories introduced featured Grasslands National Park and a rural family gathering as settings. The spring 2015 advertising campaign targeted Saskatchewan and select Alberta markets. Sixty-second television commercials aired from mid-April to mid-June. National exposure was purchased on TSN Sportscentre, select CFL football games on TSN and the CBC national news.
The television campaign generated more than 12.5 million impressions, while online efforts recorded over 24 million impressions and 69,000 click-throughs to TourismSaskatchewan.com.
Paid and unpaid social media distribution of the 60-second commercials resulted in over 1.3 million views across *Facebook*, *Twitter* and *YouTube*.

The unveiling of the redesigned, mobile-friendly consumer website, TourismSaskatchewan.com, coincided with the spring campaign.

In the summer, photography and video were shot in northern Saskatchewan for two new storylines – family camping in Prince Albert National Park and canoeing on the Churchill River in Lac La Ronge Provincial Park. These stories would be the focus of the 2016 campaign. Video production costs totalling $760,000 were incurred in 2015-2016. Two new promotional videos were released on *YouTube* in March 2016, prior to the official campaign launch a month later.



Bringing the Saskatchewan Tourism Brand to Life
A new brand guidelines document was created to provide advice and visual demonstration for tourism industry operators and stakeholders on how to leverage the Saskatchewan tourism brand in their marketing efforts. *Bringing the Saskatchewan Tourism Brand to Life* was completed in March 2016. The document is located on IndustryMatters.com and printed copies are available upon request.

Key Action:
Generate excitement about Saskatchewan's tourism experiences in key markets to increase awareness, visitation and expenditures through the following tactics:
- Review geographic and product/experience markets to identify and prioritize key markets
- Develop a market readiness program
- Develop a comprehensive market plan that is in full alignment with the tourism identity

Results:
Impressions and Consumer Contacts – Continued focus on targeted campaigns that encourage travel to the province drove an increase of 21 per cent in advertising and marketing-generated impressions. In 2015-2016, messages about tourism opportunities in Saskatchewan were viewed almost 440 million times by current and potential visitors, up nearly 80 million from the previous year. Travellers were influenced through online advertising, social media, consumer and trade shows, television, magazine and newspaper advertising, billboards, radio and publicity generated through travel media, shared through both traditional and online channels.

Consumer contacts numbered almost 4 million, a decline of 600,000 from the previous year due to restrictions on government activities prior to the provincial election in April 2016. These contacts were made via social media (*Facebook*, *Twitter*, *Instagram*, *Pinterest*), website visits, live chat, telephone, in-person and through Tourism Saskatchewan's travel literature series (print and online).

The return on every dollar invested in advertising is $40 in visitor spending.

Hatchet Lake Lodge

Outfitted Fishing Market Strategy – In 2015-2016, Tourism Saskatchewan began implementing recommendations from the *Outfitted Fishing Market Strategy* delivered by Southwick Associates. Advertising efforts included targeting a new market – anglers in eastern Pennsylvania – through a series of full-page ads in the *Pennsylvania Outdoor News* (circulation over 40,000). A limited distribution of the 2016 *Saskatchewan Fishing & Hunting Guide* reached 15,000 readers, with the remainder of the circulation to receive guides over the next two years.
A Jumbotron video promoting Saskatchewan's world-class fishing experiences was broadcast at Philadelphia Flyers home games and also targeted fans via *YouTube* and print ads that ran in the team's game day magazine. Paid online advertising generated over 15.6 million impressions in Pennsylvania and other select markets in the United States.

Representatives of Tourism Saskatchewan, along with several Saskatchewan fishing and hunting operators, participated in the Great American Outdoor Show in Harrisburg, Pennsylvania. This was the first time Saskatchewan had a presence at the show, which provided exposure to approximately 100,000 outdoor enthusiasts who attended.

Television sponsorships with Midwest Outdoors and Tom Gruenwald Outdoors promoted Saskatchewan as one of Canada's best freshwater fishing destinations.

A standalone fishing website, fishing-in-Saskatchewan.com, was incorporated into the main consumer website, TourismSaskatchewan.com, making it mobile-friendly and more convenient to use.

Messages about the province's fishing resources were directed at Alberta, the most important non-resident Canadian market for Saskatchewan's sport fishing product. Double-page spreads were purchased in *Alberta Outdoorsmen* and in the 2016 *Alberta Guide to Sportfishing Regulations*, which have a combined circulation of over 330,000. Print advertising also appeared in the Alberta edition of *The Angler's Atlas*.

Print Advertising – A campaign targeting hunters and anglers in the United States ran from January until March 2016, and generated over 20 million impressions. Advertisements in *In-Fisherman Magazine, Bear Hunting Magazine, North American Whitetail Magazine* and *Wildfowl Magazine* included an accompanying chart listing Saskatchewan fishing and hunting outfitters. These outfitters qualified for co-operative advertising support through their participation in the 2016 *Saskatchewan Fishing & Hunting Guide*.

Print advertising initiatives in Saskatchewan and Alberta supported more than 100 industry partners, whose total investment exceeded $100,000.
A 10-page advertorial in *Westworld Saskatchewan* and an eight-page feature in *Westworld Alberta* reached approximately 700,000 households.

Other co-operative print initiatives enabled partners to have a presence in *See Scenic Saskatchewan*, *WestJet UP!*, *Prairies North Magazine*, *SNORIDERS*, *Alberta Golfer* and in the Saskatchewan Snowmobile Association's provincial trail maps.

Online Advertising – *Google Adwords* is an increasingly important marketing channel. Improved targeting and optimization led to an increase in click-throughs and a decrease in the cost per click. *Facebook* advertising influenced growth in followers and engagement with Tourism Saskatchewan's *Facebook* pages, and pushed traffic to TourismSaskatchewan.com, which had a 10.5 per cent increase in visits in 2015-2016. Promotion via *Twitter* was an important component of spring and fall advertising campaigns, drove traffic to websites and other content sources and helped curate the *#ExploreSask* hashtag. Search and social media advertising resulted in 88.9 million impressions and over 746,000 clicks.

A goal for 2015-2016 was to increase the number of *Instagram* followers by 50 per cent. Through a series of engagement and channel awareness campaigns, the number of followers reached 18,288, an increase of 11,399 (165 per cent) over the previous year. The year finished with combined growth averaging 38 per cent across eight social media channels on which Tourism Saskatchewan has a presence.

#SaskatchewanStories – Tourism Saskatchewan partnered with Destination Canada on a campaign that brought six prominent *Instagram/YouTube* influencers to the province. They explored Saskatoon and the Prince Albert National Park area and exposed Saskatchewan to new audiences around the world. The stunning visual content collected was shared via *#SaskatchewanStories* with their 606,000 combined followers on *Instagram* and *YouTube*. The group posted 35 *Instagram* messages during the trip, which had a potential reach of over 21 million viewers. Tourism Saskatchewan's *Instagram* channel saw a 5.7 per cent increase in followership during the campaign, and over 269,000 engagements (likes and comments) were generated.

Travel Guides – Tourism Saskatchewan's travel guides are core marketing resources. The *Saskatchewan Discovery Guide* is a comprehensive travel publication containing information about communities, events, attractions, parks, golf courses, history, culture and accommodations, along with suggested itineraries. A growth in demand for bulk orders was the result of targeted email messaging to applicable operators, which emphasized the benefits of distributing the guide to their customers.

The *Saskatchewan Fishing & Hunting Guide* features stories on outfitters, travel media visits, individuals and other topics of interest to U.S. and Canadian anglers and hunters. It is a valuable marketing tool for Saskatchewan outfitters who list their business and offerings in the guide.

Inquiries – In 2015-2016, Visitor Services responded to approximately 79,135 inquiries via telephone, live chat, email, direct email, website visits and in-person. This was an 8.3 per cent decrease from the previous year, partially due to the restriction on provincial park camping reservations through the Saskatchewan Parks Reserve-a-Site until after the April 4 election. For the second year, the operating season at Maple Creek and Fleming Visitor Reception Centres (VRICs) was extended. Open from the beginning of May until Thanksgiving, the Fleming and Maple Creek VRICs saw 32,587 and 30,049 visitors respectively, a 9.1 per cent increase from the previous year.

Almost 184,000 pieces of travel literature were distributed to consumers through a variety of qualified, tourism-related third parties.

Amazing Race Canada – Tourism Saskatchewan worked with Tourism Saskatoon to support a second Saskatchewan episode of *Amazing Race Canada*. The episode showcased Saskatoon and featured sites such as the Great Western Brewery and Wanuskewin Heritage Park. Nearly four million viewers watched the first two airings. An investment of $20,000, through the Travel Media Program, saw a return of approximately $2.9 million in advertising value.

Media Marketplaces – Tourism Saskatchewan attended four key marketplaces in 2015: Canada Media Marketplace, the Travel Media Association of Canada Conference, GoMedia Canada Marketplace and the Outdoor Writers Association of America Conference. Individual contact was made with 128 travel writers and media representatives. A result of this effort was the opportunity to host four outdoor writers from the United States in June 2016. These writers contribute to a series of fishing publications, including *The Flyfish Journal*, *Southern Culture On the Fly*, *The Drake*, *Field & Stream*, *Hatch Magazine*, *Trout Magazine*, *MidCurrent*, and *Fly Fish America*.

Media Hosting – Tourism Saskatchewan supported 60 media projects that spanned a range of interests. In addition to 26 projects that had a general/leisure travel focus, there were 16 specific to hunting, 10 fishing trips, and four that combined the two sports. Two media familiarization (FAM) tours were hosted. In August, five German media representatives were shown Saskatchewan hospitality on a tour that took them north to fish the waters near Missinipe, south to Lake Diefenbaker, and included stops in Regina and Saskatoon. Several articles have been featured in German publications and online blogs. A story about La Reata Ranch appeared on t-online.de, Germany's largest online portal that has 32 million users per month. Prior to the GoMedia Canada Marketplace in September, the Travel Media team hosted a FAM that introduced media guests to locations in southern Saskatchewan.

In 2015, 21 outfitters hosted media on supported hunting/fishing trips. Content was created for multiple media outlets, bringing extensive profile to Saskatchewan. For the third year, Tourism Saskatchewan supported a combined media trip to Cree River Lodge that was organized by Cabela's. The 2015 trip included writers from *North American Angler*, *In-Fisherman Magazine* and *Outdoor Life Online*.

Travel Trade Marketplaces – Tourism Saskatchewan represented the province at five key travel trade marketplaces in the United States, Canada and Germany. Contact was made with nearly 400 influential trade representatives during these events.

Participation in Destination Canada trade events in the United Kingdom – Canada Shared and Keep Exploring Canada Specialist Program Roadshow – resulted in nearly 900 contacts with pre-qualified trade representatives from the U.K., Germany and France. Tourism Saskatchewan was joined by the RCMP Heritage Centre, one of Saskatchewan's six *Canadian Signature Experiences*. Features in the publications *Selling Travel* and *Travelmole*, which have a combined readership exceeding 1.4 million, brought profile to the RCMP Heritage Centre and to travel opportunities in Saskatchewan.

At Rendez-vous Canada, the nation's premier annual international tourism industry marketplace, Tourism Saskatchewan hosted a breakfast for 15 buyers from Germany, the U.K. and Canada, along with one media representative. Industry partners appreciated the opportunity to meet and directly promote their experiences to influential trade representatives. Tourism Saskatchewan partnered with Destination Canada and six provinces to host an event for 45 key U.S. trade agents at the National Tourism Association Travel Exchange.

Travel Trade Hosting – In May 2015, Tourism Saskatchewan hosted a FAM tour for travel trade product managers from the United Kingdom, Switzerland and Canada, representing the tour operators Windows on the Wild, Skytours and Jonview respectively. Hosting these guests yielded the following outcomes:

- Windows on the Wild created a new 11-night Saskatchewan Summer Adventure itinerary, with an optional seven-night canoe trip with Churchill River Canoe Outfitters.
- Skytours is offering a 19-day/18-night fly/drive western Canadian itinerary titled Land of Cowboys, Mountains & Ocean. Additionally, the company is contracting a new Saskatoon-based hotel property to offer accomodations for their clients.
- Jonview now carries a 14-day/13-night Alberta/Saskatchewan itinerary, which is also being offered and promoted by DER Touristik, a German company that specializes in North American travel.

Canada Specialists Mega FAM, La Reata Ranch

Great American Outdoor Show, Harrisburg, PA

Canada Specialist Mega FAM
Tourism Saskatchewan partnered in Destination Canada's biennial Mega FAM, which hosts Canada Specialist Program (CSP) agents. These professionals complete extensive online training, and pursue in-person instruction and networking to earn CSP accreditation, which enables them to provide expert advice on Canadian experiences. For six days in September 2015, Tourism Saskatchewan hosted 11 Canada Specialists from Germany and the United States, along with a Destination Canada representative based in Germany. The group experienced tourism offerings in and around Regina, explored the Cypress Hills Destination Area, and were treated to western hospitality at La Reata Ranch. In Saskatoon, they were introduced to the city's key attractions and culinary scene.

Key Action:
- Lead and engage tourism stakeholders to promote alignment in marketing strategies

Results:
Saskatchewan Campaign – The annual cost-shared provincial advertising campaign, co-ordinated by Tourism Saskatchewan, involved 110 tourism operators in 2015-2016. Activities promoting a tourism attraction, event or experience were provided support with online, television, radio, print and outdoor advertising. Operator investment was $409,000, which was matched by Tourism Saskatchewan for a campaign total of $818,000. More than 67 million impressions were generated.

Full-page tourism advertorials in Postmedia publications (*Saskatoon StarPhoenix* and *Regina Leader-Post*) were among the selection of opportunities. Five placements were featured on select Saturday dates in May, June and July, along with online exposure via Postmedia websites.

Tourism businesses and organizations could purchase half-price advertisements in the placement(s) of their choice and gain access to an estimated one million consumer impressions.

An online component included *Google Adwords*, *Facebook* and *Twitter* advertising. Twenty-four campaigns resulted in over 7.4 million impressions and more than 68,000 click-throughs to operator listings or packages on TourismSaskatchewan.com.

An evaluation of the Saskatchewan Campaign led to the introduction of a new, application-based Co-operative Advertising Program (CAP) for 2016-2017. The new approach, with scheduled intakes, offers operators an equal opportunity to participate in advertising initiatives and enables them to strategically plan their marketing activities. The program encourages industry partners to broaden markets beyond a 40-kilometre radius and to determine return-on-investment through effective tracking.

Marketplace Support –Through its consumer marketplace co-operative opportunities, Tourism Saskatchewan supported 30 industry partners to attend 14 shows. Total partner investment was approximately $123,000. More than 27,000 contacts were made and nearly 356,000 impressions generated. Twenty-two operators received support to attend 35 shows through application-based programs. Partner investment was over $169,000. Tourism Saskatchewan had a booth presence at five trade shows – two in Alberta and three fishing and hunting shows in the United States.

2015 ExploreSask Photo Contest Winner: Big Muddy Badlands

Saskatchewan Tourism Week – Tourism Saskatchewan led the celebration of *Saskatchewan Tourism Week* from May 31 to June 6, coinciding with *Tourism Week in Canada*. More than 30 events were held in communities across the province to celebrate this important week for industry. In collaboration with the Tourism Industry Association of Canada and Destination Canada, the annual Tourism Town Hall was hosted in Regina. The event provided an open forum on the state of Canada's tourism industry. A segment led by Tourism HR Canada addressed workforce challenges. Approximately 70 tourism operators and stakeholders from across the province attended the town hall, which garnered attention from provincial media outlets.

ExploreSask Photo Contest – Tourism Saskatchewan's annual photo contest continued to evolve with the introduction of a fresh set of categories and descriptions, and enhanced connections to the organization's social media channels. More than 2,200 entries were submitted. Many were shared via social media using the hashtag *#ExploreSask*, thereby extending the reach of the contest. The quality, diversity and creativity of the photos impressed contest judges and many entries were incorporated in the *Saskatchewan Discovery Guide*, *Land of Living Skies Calendar* and other influential marketing pieces.

STRATEGIC PRIORITY:
DEVELOPING SASKATCHEWAN EXPERIENCES

Key Action:
Champion industry excellence to build unique and memorable Saskatchewan experiences through developing and implementing the following:
- Quality Experience Strategy
- Tourism Human Resource Strategy
- Major Event Hosting Strategy

Results:

Experiential Tourism – Tourism Saskatchewan contracted experts in experiential tourism development, Jill Vandal (the Tourism Company) and Chris Hughes (BC Hughes), to work with the Product Development department to design a program for expanding experiential tourism in Saskatchewan. Saskatchewan's tourism brand pillars – Land and Sky; Time and Space; and Community – offer inspiration for engaging, meaningful experiences that reflect the province's distinct qualities.

A two-stage project was launched in 2015-2016 to enhance Saskatchewan's experiential tourism inventory. Stage 1 introduced a select group of industry operators to "Into Left Field" concepts, which encourage focus on the small things that create awe-inspiring moments for guests. A two-day pilot AWEshop, held in March, immersed participants in creative approaches and practices that will enrich product offerings and increase visitor engagement.

In Stage 2, participants will receive one-on-one coaching to help them turn their ideas for immersive, engaging experiences into reality. Longer-term goals to support experiential tourism development include creating a Saskatchewan Experience Master Plan.

Industry Training – The Saskatchewan Tourism Education Council (STEC) delivered industry training and skill development products to 5,550 participants in 2015-2016, for growth of 11 per cent over the previous year.

- 5,302 in online training and workshops, including *Service Best, Service Best Management, Service Best for Teachers, Selling is Service, Showing We Care, Serve It Right Saskatchewan (SIRS), SIRS Awareness,* and *Workplace Hazard Materials Information System (WHMIS)*
- 248 trained in recruitment programs, such as *Ready to Work*

This training represents 2,573 training products sold, with training provided to a total of 221 communities.

Ready to Work – A career awareness, skills development and transition to employment program, *Ready to Work (RTW) – Tourism Careers* assists individuals in finding long-term, rewarding careers in the tourism and hospitality sector. In 2015-2016, 248 individuals participated in the program, with 80 per cent obtaining employment or returning to school. Projects were hosted in:

- Big River
- Carry the Kettle First Nation
- Cumberland House
- Jan's Bay
- Little Pine First Nation
- La Ronge
- Meadow Lake
- Regina
- Stanley Mission
- Saskatoon

When *RTW* training was halted in Stanley Mission in July due to forest fires threatening nearby communities, participants who were not evacuated stayed behind to fight the fires or feed fire crews and evacuees.

WorldHost Training – Tourism Saskatchewan introduced *WorldHost Fundamentals* customer service training to industry at the *HOST Saskatchewan Conference* in April 2015. Eight facilitators were certified to deliver *WorldHost Fundamentals* workshops. A total of 218 participants received the training in 21 workshops held throughout Saskatchewan.

Full-day workshops teach frontline employees the skills and techniques required for world-class customer service. The program engages entry-level staff and provides them with a greater understanding of the importance of tourism in their communities. Participants learn the key commitments of exceptional, professional service that will greatly enhance Saskatchewan's tourism workforce.

In March 2016, Tourism Saskatchewan engaged in a service agreement with Saskatoon's taxicab companies and the City of Saskatoon to deliver *WorldHost Training* for the taxi industry. This specific training encourages drivers to take pride in their community and their career. The workshop demonstrates how courtesy, friendliness and professionalism are essential ingredients of successful taxi operations. The training offers practice in creating a positive first impression, providing excellent customer service, handling customer concerns, maintaining a positive attitude and serving customers with disabilities.

Employers of Choice – Administered by STEC, the *Employer of Choice* program encourages businesses to engage in best practices, increase staff training, improve human resources practices and be leaders in the province's tourism sector. Revisions to program criteria, in accordance with best practices defined by the Canadian Association of Human Resource Professionals and adopted nationally, resulted in a new submission process and employee survey tool.

Twenty-one businesses and organizations achieved the designation of *Employer of Choice* for 2016.

- CAA Saskatchewan
- Canalta Hotels:
  - Canalta Assiniboia
  - Canalta Humboldt
  - Canalta Martensville
  - Canalta Weyburn
  - Ramada Weyburn
- d3h Hotels Inc. (Dimension 3 Hospitality):
  - Days Inn Regina Airport West
  - Days Inn Regina Eastgate*
  - Home Inn & Suites Regina Airport
  - Home Inn & Suites - Swift Current
  - Home Inn & Suites - Yorkton
  - HomeSuites - Regina
- Delta Bessborough Hotel, Saskatoon
- DoubleTree by Hilton, Regina
- Gold Eagle Lodge, North Battleford*
- Hilton Garden Inn, Saskatoon
- Radisson Hotel Saskatoon*
- Saskatoon Prairieland Park Corporation*
- Sheraton Cavalier Saskatoon Hotel
- The James Hotel, Saskatoon
- Tourism Saskatchewan

**Employer of Choice since 2010*

2016 Tourism Workplace Leadership Conference – To address a gap in entry-level/mid-management development opportunities, a *Tourism Workplace Leadership Conference* was scheduled for June 15, 2016 in Saskatoon. Planning and sponsor recruitment was undertaken by STEC, with a goal of offering a beneficial forum that would offer practical, progressive human resource strategies to strengthen business and enhance the tourism sector. A decision was made to move to a single *Tourism Professional Recognition Dinner* in 2016 to coincide with the conference.

Service Best – Instructional materials were revised, including participant manuals and facilitator resources. Training videos, originally in VHS format, were updated for current technologies. The number of high schools offering *Service Best* grew by 13 per cent over the previous year. Seventy-nine teachers, trained in *Service Best* delivery, led workshops in 50 schools.

Serve it Right Saskatchewan – The Government of Saskatchewan announced in June 2015 that mandatory server intervention training would be introduced over a three-year period. Registrations for *Serve It Right Saskatchewan* (*SIRS*), delivered by STEC, increased significantly following the announcement. An additional spike in registrations was seen after the distribution of informational posters to permitted establishments, liquor stores and franchise operations in October. By the end of 2015-2016, 2,622 people completed the training, compared to 1,200 the previous year.

In partnership with other Canadian jurisdictions, STEC established reciprocity criteria for recognizing and transferring server intervention training that Saskatchewan workers may have acquired in other provinces.

Journeyperson Training – STEC serves as the Industry Joint Training Committee for Journeyperson in the Food and Beverage Person and Guest Services Representative trades, recognized by the Saskatchewan Apprenticeship and Trade Certification Commission (SATCC). Two apprenticeship program deliveries in 2015-2016, supported by funding from the SATCC, provided training for 19 apprentices to complete their Journeyperson qualifications in the aforementioned tourism trades.

STEC recruited 16 apprentices in nine Saskatchewan communities for the Hybrid Cook Apprenticeship Program, an alternate delivery model for the traditional SATCC Cook Apprenticeship training.

Teachers' Tool Kit – A resource series developed for educators, the Teachers' Tool Kit provides grade, middle and high school teachers with lesson plans that can be incorporated into curricula. The material engages students and informs them about Saskatchewan's wealth of tourism assets, the unique experiences offered to visitors and the career opportunities in the province's tourism sector. The Teachers' Tool Kit is available on IndustryMatters.com.

Special Events Workshops – STEC developed and launched a workshop series that offers practical advice to individuals who plan, direct or volunteer with special events. The seven workshops in the series are introductory level, and give individuals who are not certified professional event co-ordinators hands-on techniques for improving the quality of special events in their organizations or communities.

Event Hosting Program – Tourism Saskatchewan's application-based Event Hosting Program provides funding for events through four program streams.

In 2015-2016, 58 applications were received during two intake periods. Funding was approved for 29 events under the four program categories.

SaskPower Windscape Kite Festival, Swift Current

Community Annual Events	
2015 70th Anniversary of VE Day (Wynyard)	$1,000
2015 ArtFarm III* (Weyburn)	$2,400
2015 Country at the Creek Music Festival* (Big River)	$2,500
2015 Mortlach Saskatoonberry Festival* (Mortlach)	$2,500
2015 Mid Summer's Art Festival (Fort Qu'Appelle)	$3,400
2015 Queen City Pride* (Regina)	$5,000
2015 Dog Patch Music Festival* (Loon Lake)	$5,775
2015 Downtown Summer Street Fest* (Lloydminster)	$10,000
2015 Saskatchewan Highland Gathering and Celtic Festival* (Regina)	$15,000
2015 SaskTel Summer Invasion (Regina)	$15,000
2015 John Arcand Fiddle Fest* (Saskatoon)	$13,500
2015 Symphony Under the Sky at Motherwell Homestead* (Motherwell Homestead National Historic Site, Abernethy)	$15,000
2015 SaskPower Windscape Kite Festival* (Swift Current)	$15,000
Marquee Annual Events	
2015 Saskatoon EX* (Saskatoon)	$10,000
2015 Ness Creek Music Festival* (Big River)	$16,000
2015 Shakespeare on the Saskatchewan Festival* (Saskatoon)	$18,988
2015 Northern Lights Bluegrass & Old Tyme Music Festival* (Big River)	$20,000
2015 SIGA Dakota Dunes Open (Whitecap Dakota First Nation)	$25,000
2015 Regina Folk Festival* (Regina)	$30,000
2016 BreakOut West (Regina)	$45,000
2015 Craven Country Jamboree (Craven)	$50,000
National and International Events	
2016 RBC Cup (Lloydminster)	$20,000
2015 ISF Men's World Softball Championship* (Saskatoon)	$50,000
2016 Ford World Women's Curling Championship* (Swift Current)	$150,000
2017 Canadian Country Music Awards (Saskatoon)	$175,000
Special Tourism Projects	
Fishing Saskatchewan	$25,000
*Spirits of the Trail** (Regina)	$30,000
History Alive! Vignettes (Regina)	$40,000
Ness Core Ventures (Big River)	$50,000
TOTAL	**$861,063**

The total annual amount varies from year to year, based on one-time funding of major events or special projects.

Economic impact models were used to determine the impact on the local economy during 18 community, marquee and sporting events (identified by *). The models used were appropriate to the size of host communities and calculated based upon attendance and original information collected and supplied by the events. Tourism Saskatchewan provided $411,663 in funding to these 18 events that supported nearly 360 jobs and had a gross output impact of $28.8 million.

Key Action:
Build a supportive environment through partnerships that enable the sector to fully realize its potential through:
- Identifying opportunities to align activities with non-traditional partners
- Strengthening tourism opportunities in strategic destination areas and product clusters

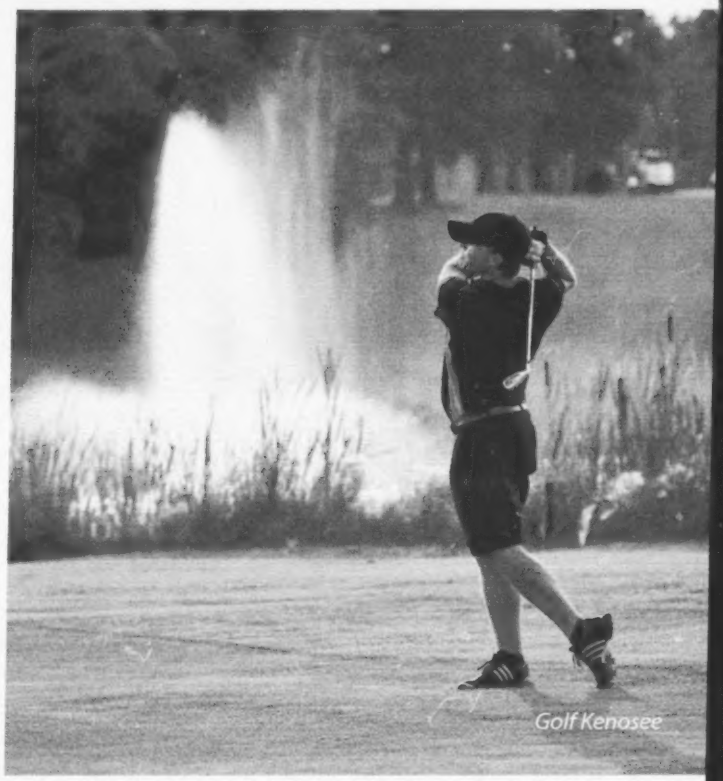
Results:
Partnerships

- **Saskatchewanderer** – Collaboration between Tourism Saskatchewan and the Ministries of Agriculture, Economy and Parks, Culture and Sport enables a full-time, four-season "ambassador" to travel the province and share Saskatchewan stories through social media channels. The 2015 *Saskatchewanderer*, Ashlyn George, gained a loyal social media following, which increased by 211 per cent over the previous year. The number of *Instagram* followers grew by 500 per cent. Neil Fisher, was introduced as the 2016 *Saskatchewanderer* in January.

- **Saskatchewan Provincial Parks** – For the ninth consecutive year, Tourism Saskatchewan provided telephone services for the Saskatchewan Provincial Parks toll-free number. The partnership with the Ministry of Parks, Culture and Sport was initially created to address the Reserve-a-Site Program.

  An additional partnership with the Ministry of Parks, Culture and Sport involved a pilot project that delivered introductory customer service training to staff at Meadow Lake Provincial Park and *WorldHost Fundamentals* workshops to gate staff at Meadow Lake and Makwa Lake Provincial Parks. Upon completion of the successful project, an agreement was reached for widespread training of provincial parks staff in 2016.

- **Photography** – Tourism Saskatchewan partnered with the Ministry of Parks, Culture and Sport on photography shoots. New summer photography was taken in July at Danielson, Moose Mountain and Great Blue Heron Provincial Parks, as well at Cannington Manor Provincial Historic Park. Winter photography was captured at Greenwater Lake Provincial Park. In total, 225 new images were added to Tourism Saskatchewan's image library in 2015-2016.


Golf Kenosee

- **Service and Hospitality Safety Association** – A new partnership between STEC and the Service and Hospitality Safety Association (SHSA) links SHSA online training with select STEC training programs. Topics range from respect in the workplace to injury prevention to fire safety, and more. Combining these programs provided value-added training that could be layered into the Canada-Saskatchewan Job Grant program.

Chief Whitecap Waterway

Tourism Destination Areas
Tourism Saskatchewan, through its Product Development department, works closely with four rural tourism destination areas: Cypress Hills Destination Area, Lake Diefenbaker Tourism Destination Area, Waskesiu & Area Wilderness Region and the Watrous Manitou Marketing Group. This work ranges from providing advice and guidance to support for individual projects.

- **Lake Diefenbaker Tourism Destination Area –** The Chief Whitecap Waterway was added to the Trans Canada Trail in June 2015. This section of the South Saskatchewan River, stretching from Gardiner Dam to Saskatoon became the province's first water-based Trans Canada Trail link. Tourism Saskatchewan played a role in the development of the waterway through new and creative partnerships with the Trans Canada Trail, Mid-Sask Community Futures, Lake Diefenbaker Tourism, WaterWolf Planning and the Whitecap Dakota First Nation. The Chief Whitecap Waterway will enhance experiences offered on the South Saskatchewan River and raise the profile of water-based activities throughout the Lake Diefenbaker Region.

- **Product Development Workshop –** Tourism Saskatchewan hosted a two-day product development workshop in October 2015. Thirty-one representatives from 16 destination marketing organizations, city marketing organizations and tourism destination areas gathered in Cypress Hills Interprovincial Park for the workshop that offered peer-to-peer discussion and knowledge sharing, and encouraged conversations about greater collaboration and alignment. A participant survey identified a number of positive outcomes of the workshop. Delegates valued the opportunity to meet face-to-face with colleagues from across the province and share challenges, successes and future plans.

BrandCamp – Tourism Saskatchewan hosted a BrandCamp in April 2015, led by internationally recognized tourism branding consultant Roger Brooks. He returned to the province to work with four of the six communities that participated in his 2014 community branding workshop. In preparation for his visit, representatives from the Qu'Appelle Valley, City of Melfort, Town of Carrot River and Lake Diefenbaker Tourism developed new brand concepts and plans for their individual areas. Brooks travelled to each community and worked exclusively with the local brand development team to confirm their brand concepts and determine the next steps. A list of action items was created for each area, outlining measures that would move the destination forward and support the brand.

Trails of 1885 – Tourism Saskatchewan provided consultative marketing and development support to the Trails of 1885 Association for a three-province initiative commemorating the 150th anniversary of Confederation in 2017. Four sites in Alberta and 11 in Saskatchewan that are related to the 1885 Northwest Resistance and two Louis Riel-related sites in Manitoba are participating in the project. Support from provincial tourism agencies and city marketing organizations has helped leverage an additional $142,000 in funding from Western Economic Diversification Canada's Francophone Economic Development Initiative (FEDI) program.

STRATEGIC PRIORITY:
FOSTERING OPERATIONAL EXCELLENCE

Key Action:
Develop and utilize systems and processes to support effective communication and knowledge sharing

Results:

Explorer Quotient – Building upon a partnership with Destination Canada, Tourism Saskatchewan began work to implement Explorer Quotient (EQ) research into marketing and development initiatives. Expert consultants were contracted to conduct and analyze research, and develop profiles of major Canadian tourism markets for Saskatchewan. The EQ profiles will be used to guide and refine Tourism Saskatchewan's marketing efforts. Industry tools will be developed and presented to operators and destination marketing organizations in 2016-2017.

Online Training – Tourism Saskatchewan initiated a pilot project with Tourism Saskatoon to work with a Saskatoon-based online reputation management company, Vendasta Technologies. The project is designed to help businesses increase activity on social media sites, manage positive and negative online feedback and generate greater numbers of online customer reviews. The pilot will expand in 2016-2017.

IndustryMatters.com – A valuable industry resource, the IndustryMatters.com website received 47,975 visits, 36,011 unique visitors and 85,747 page views in 2015-2016, numbers 17 per cent higher than the previous year. Factors driving the increase include strategic linkages with *Industry Update* e-newsletters, which have a regular "What's new on IndustryMatters.com?" article that identifies and provides direct links to new content on the site. A comprehensive review of the site, including research into other tourism industry websites, resulted in a revised content architecture plan that is scheduled for implementation in 2016-2017.

Industry Communication – Regular communication with industry and tourism stakeholders continued to be an organizational priority, via such channels as the quarterly printed newsletter, *Going Places*, and *Industry Update* and *Here & There* e-newsletters. Each of these communication items reaches an audience of approximately 3,500 tourism industry operators and stakeholders. The average readership rate of the e-newsletters remained steady at 33.6 per cent in 2015-2016, demonstrating continued success of the targeted content and frequency strategy implemented in 2014-2015.

Top Five Tips – A new suite of educational one-page PDF documents was introduced in 2015-2016. Top Five Tips offer advice and ideas to tourism operators and stakeholders on improving their business. Ten topics were covered in 2015-2016, including: using *TripAdvisor* to your advantage, working with travel media, building a tourism career, creating a successful event hosting funding application, photographing your business and more. These handy tips are a regular feature in issues of *Going Places* and are available on IndustryMatters.com.

Left to right: Norm Beug (Chair, Tourism Saskatchewan Board of Directors), Chairman's Lifetime Achievement Award recipients - Millie Strueby, Arnold Strueby

INDUSTRY CELEBRATIONS

Canadian Tourism Awards – Saskatchewan earned its highest number of *Canadian Tourism Award* finalists in 2015. Out of 42 finalists from across the country named in 14 award categories, Saskatchewan received five nominations and brought home two awards from the gala celebration held in Ottawa on December 2. The Sheraton Cavalier Saskatoon Hotel was honoured with the InnVest REIT Tourism Employer of the Year Award. Michelle Blakley, Tourism Moose Jaw's frontline staff person, received the Intercontinental Hotels Group Tourism Employee of the Year Award. The *Canadian Tourism Awards* have become the standard of excellence for businesses and organizations in the travel industry, showcasing the nation's best tourism products, services and experiences.

Saskatchewan Tourism Awards of Excellence – Tourism Saskatchewan organizes the annual *Saskatchewan Tourism Awards of Excellence Gala* and administers the online nomination process. The 26th annual gala was held in Saskatoon on April 16, 2015. A 15-person external panel selected the 33 finalists and 11 award recipients from more than 80 nominations. The Chairman's Lifetime Achievement Award recipients, Arnold and Millie Strueby, were selected by Norm Beug, Chair of Tourism Saskatchewan's Board of Directors.

A new award category was introduced prior to the call for submissions issued in December 2015. The Tourism Builder Award carries on the legacy of past recipients of the Chairman's Lifetime Achievement Award and President's Award of Merit. The new category recognizes individuals who have made tourism an important part of their life's work and whose actions have had a significant impact on the industry. As many as three Tourism Builders will be honoured annually. The award is chosen by a team of select industry veterans, a member of Tourism Saskatchewan's Board of Directors and a member of the Executive Leadership Team.

Tourism Professional Recognition Dinners – The 22nd annual *Tourism Professional Recognition Dinners* were held in Saskatoon and Regina. The dinners honoured 38 new nationally *emerit*-certified tourism professionals and 13 apprentices who earned Journeyperson status. *Employers of Choice* for 2015 were recognized, along with 12 *emerit Property Recognition* businesses and 22 *Service Best Businesses*. Three *Tourism Ambassador Awards* were presented.

Key Action:

- Identify and integrate innovative and creative solutions to achieve continuous improvement

Results:

Strategic Planning – Surveys and consultation with visitors and industry operators were conducted as part of the strategic planning process. The Board of Directors met in January to affirm Tourism Saskatchewan's strategic direction. Delivery of Tourism Saskatchewan's *Strategic Plan 2017-2020* is scheduled for mid-2016.

Continuous Improvement Teams – Two cross-departmental, continuous improvement teams were formed for the purpose of identifying improvements in services offered to visitors and to tourism industry operators. Team members were involved in *Design Thinking* workshops to help stimulate "out-of-the-box" ideas.

Program Review – The Event Hosting Program and areas of Marketing and Communications were the subjects of Program Reviews. Recommended improvements have been implemented or are in development. These include streamlining and automating application processes for the Event Hosting and Co-operative Advertising Programs, as well as enhancements to the funding criteria.

Process Improvements – Recommendations from a 2014-2015 accounting processes review were implemented, resulting in more efficient use of technology and staff time and resources, and alleviating duplication and manual data entry. A system-wide review of the accounts receivable processes was undertaken, with recommendations for efficiencies forthcoming.

Development within Microsoft Dynamics CRM and Microsoft SharePoint systems resulted in improvements and efficiencies in several areas, including STEC account management, the *Employer of Choice* program, and the application-based Event Hosting and Co-operative Advertising Programs.

Succession Planning – Additional work on an organizational succession plan was completed for full implementation to occur in 2016-2017.

LEAN – One staff member was identified to undergo LEAN leadership training in 2016-2017. This will build capacity within the organization to manage on-going continuous improvement initiatives.

Data Centre – Improvements were made to improve overall network performance and reliability. These included replacement of network switching hardware and power management systems, and implementation of new server virtualization systems. Offsite backup, business continuity and disaster preparedness systems were upgraded and tested.

Business Profiles – Processes for collecting Business Profile information were improved through website updates, customer communication and support automation, which resulted in greater industry responses, savings in staff time and overall process efficiency.

Website Features – Development and deployment of new website features included improved search technology and operator listing pages. Work commenced on integrating provincial parks information into TourismSaskatchewan.com.

Key Action:

- Support an internal culture that encourages continuous employee development to ensure a committed and engaged workforce

Results:

Employee Engagement – An annual Employee Engagement Survey was delivered to measure the effectiveness of organizational engagement activities and measure the Employee Engagement Index of staff at Tourism Saskatchewan. Part of the survey mirrored content used by the Government of Saskatchewan and other provincial public sectors to allow comparison within Saskatchewan and nationally. An Employee Engagement Strategy was developed that documents, monitors and evaluates activities in 10 areas of importance.

New Employee Orientation – A Standardized Orientation Program was developed and implemented for all new employees to Tourism Saskatchewan as a component of creating an engaged workforce.

Tourism Superstars – An employee recognition program was introduced for acknowledging superior achievement in teamwork, customer service, leadership and creativity and innovation. The first Tourism Superstars were chosen through a process of peer nomination and selection. Awards were presented at an all-staff team-building day in September.

PERFORMANCE MEASURES

The following Balanced Scorecard outlines the deliverables, performance measures and targets to be met by Tourism Saskatchewan in accordance with the Strategic Business Plan.

Deliverable	Performance Measure	Unit	2013-2014 Actual	2014-2015 Actual	2015-2016 Target	2015-2016 Actual
1. Marketing Results	Total marketing partnerships with industry	#	1,698	1,859	1,685[1]	1,731
2. Marketing Results	Total expenditure of industry partners involved in marketing activities	$	1.11M	1.45M	1.04M[2]	1.07M
3. Events	Tourism Saskatchewan expenditure on supported events	$	3M	3.99M	1M[3]	1.15M
4. Events	Total industry partnerships in events supported by Tourism Saskatchewan	#	24	38	30	32
5. Training Delivery	Participants in training programs	#	43557	50088	43860	55550
6. Quality Assurance Program[4]	Accredited tourism operators	#	n/a	n/a	10	0
7. Product Development[5]	Quality Tourism Experiences	#	n/a	n/a	5	6 in development

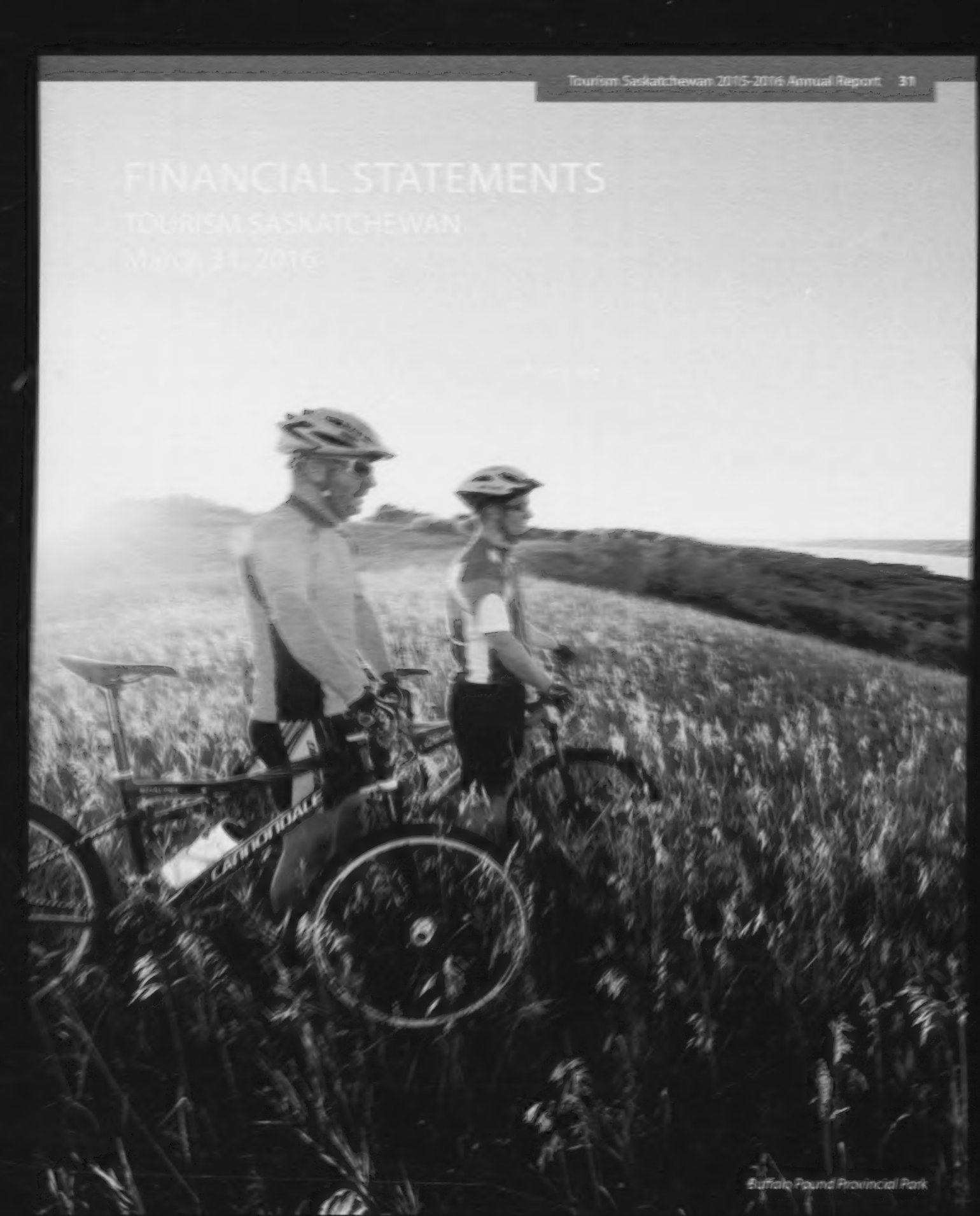
Industry Outcomes	Performance Measure	Unit	2013 Actual	2014 Actual	2015 Target
A. Tourism Revenues	Total expenditures by travellers in Saskatchewan	$	2.14B	2.15B	2.25B
B. Visits	Visits both same day and overnight in Saskatchewan	#	12.5M	12.5M	13M
C. Employment	Number of individuals employed in a tourism-related profession	#	59,600	56,900	64,700

1. The target represents allocated budget for partnership marketing in 2014-2015; additional one-time funds were allocated to partnership marketing as it was oversubscribed.
2. See note 1.
3. The core event funding and sponsorship budget is approximately $1M. In 2013-2014 and 2014-2015, approximately 80 per cent and 75 per cent of the spend, respectively, was attributable to a small number of one-time major events such as the 2013 Grey Cup Festival, 2014 MasterCard Memorial Cup, 2014 North American Indigenous Games and Corner Gas: The Movie.
4. New program launched in late 2015-2016. The program has not yet been actively promoted to tourism operators.
5. New program that began development in 2015-2016.

FINANCIAL STATEMENTS

TOURISM SASKATCHEWAN

MARCH 31, 2016



Buffalo Pound Provincial Park

MANAGEMENT'S RESPONSIBILITY

To the Members of the Legislative Assembly of Saskatchewan:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian Public Sector Accounting standards and ensuring that all information in the annual report is consistent with the statements. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors and Audit Committee are composed entirely of Directors who are neither management nor employees of Tourism Saskatchewan. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for the approval of the financial information included in the annual report. The Audit Committee has the responsibility of meeting with management and external auditors to discuss the internal controls over the financial reporting process, auditing matters and financial reporting issues. The Audit Committee is also responsible for recommending the appointment of Tourism Saskatchewan's external auditors.

MNP LLP, an independent firm of Chartered Professional Accountants, is appointed by the Lieutenant Governor in Council to audit the financial statements; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Audit Committee and management to discuss their audit findings.

May 17, 2016

Chief Executive Officer

Chief Financial Officer

AUDITORS' REPORT

To the Members of the Legislative Assembly of Saskatchewan:

We have audited the accompanying financial statements of Tourism Saskatchewan, which comprise the statement of financial position as at March 31, 2016 and the statements of operations, changes in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Public Sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Tourism Saskatchewan as at March 31, 2016 and the results of its operations, changes in net financial assets and its cash flows for year then ended in accordance with Canadian Public Sector accounting standards.

MNP LLP

Regina, Saskatchewan

May 17, 2016
Chartered Accountants

STATEMENT OF FINANCIAL POSITION

As at March 31

	2016	2015
FINANCIAL ASSETS		
Cash (Note 5)	**$3,837,587**	$3,893,696
Accounts receivable	**470,131**	437,973
Inventory for resale	**961**	2,236
	4,308,679	4,333,905
LIABILITIES		
Accounts payable and accrued liabilities	**$1,301,764**	$1,306,749
Unearned revenue	**270,475**	283,914
	1,572,239	1,590,663
NET FINANCIAL ASSETS	**2,736,440**	2,743,242
NON FINANCIAL ASSETS		
Tangible capital assets (Note 6)	**2,227,241**	1,947,707
Prepaid expenses	**269,779**	230,325
	2,497,020	2,178,032
ACCUMULATED SURPLUS	**$5,233,460**	$4,921,274

Contractual Obligations (Note 7)
Designated Assets (Note 8)

See accompanying notes to financial statements.

APPROVED BY THE BOARD:

Director

Director

STATEMENT OF OPERATIONS

For the Year Ended March 31

	Budget 2016 (Note 3)	2016	2015
REVENUE			
Provincial Operating Grant (Note 9)	**$14,442,000**	$14,532,000	$16,172,000
Other Grants and Contributions	**1,184,088**	1,303,232	1,395,989
Sales of Products and Services	**490,100**	479,830	470,086
Certification and Training	**258,000**	218,877	187,913
Partnership	**525,000**	560,408	612,776
Interest and other	**53,000**	90,725	95,885
	16,952,188	17,185,072	18,934,649
EXPENSES (Schedule 1)			
Administration	**4,670,433**	4,425,349	4,002,870
Marketing	**6,939,568**	6,899,409	6,572,990
Industry Development	**2,940,904**	2,606,278	5,472,997
Education and Training	**2,246,058**	2,034,444	2,066,143
Visitor Services	**943,725**	907,406	995,470
	17,740,688	16,872,886	19,110,470
SURPLUS (DEFICIT) FOR THE YEAR	**$(788,500)**	$312,186	$(175,821)
Accumulated surplus - beginning of year	**4,921,274**	4,921,274	5,097,095
Accumulated surplus - end of year	**$4,132,774**	$5,233,460	$4,921,274

See accompanying notes to financial statements.

STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

For the Year Ended March 31

	Budget 2016 (Note 3)	2016	2015
Surplus (Deficit) for the year	$(788,500)	$312,186	$(175,821)
Acquisition of tangible capital assets	(1,100,000)	(1,032,734)	(1,084,658)
Amortization of tangible capital assets	582,000	753,200	399,242
	(1,306,500)	32,652	(861,237)
Purchase of prepaid expenses and supplies	-	(39,454)	(29,230)
(Decrease) in net financial assets	(1,306,500)	(6,802)	(890,467)
Net financial assets - beginning of year	2,743,242	2,743,242	3,633,709
Net financial assets - end of year	$1,436,742	$2,736,440	$2,743,242

See accompanying notes to financial statements.

STATEMENT OF CASH FLOWS

For the Year Ended March 31

	2016	2015
OPERATING ACTIVITIES		
Surplus (Deficit) for the year	$312,186	$(175,821)
Items not requiring cash:		
Amortization of tangible capital assets	753,200	399,242
Net change in non-cash balances relating to operations:		
Accounts receivable	(32,158)	(94,573)
Inventory	1,275	2,364
Prepaid expenses	(39,454)	(29,230)
Accounts payable and accrued liabilities	(4,985)	51,118
Unearned revenue	(13,439)	82,541
	976,625	235,641
CAPITAL ACTIVITIES		
Acquisition of tangible capital assets	(1,032,734)	(1,084,658)
	(1,032,734)	(1,084,658)
(Decrease) in cash	(56,109)	(849,017)
Cash, beginning of year	3,893,696	4,742,713
Cash, end of year	$3,837,587	$3,893,696

See accompanying notes to financial statements.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

1. STATUS OF TOURISM SASKATCHEWAN

Tourism Saskatchewan was established pursuant to *The Tourism Saskatchewan Act* proclaimed on July 1, 2012. Tourism Saskatchewan is a Treasury Board Crown Corporation within the meaning of *The Crown Corporations Act, 1993*. Tourism Saskatchewan is a continuing corporation of Saskatchewan Tourism Authority, established under *The Tourism Authority Act on October 1, 1994*. Tourism Saskatchewan promotes the province as a tourism destination by providing in-province and out-of-province marketing and visitor services. Tourism Saskatchewan assists industry to market and develop quality tourism products through co-operative marketing, education and training and event funding programs.

Tourism Saskatchewan is exempt from income taxes under the *Income Tax Act*.

2. SIGNIFICANT ACCOUNTING POLICIES

The Statement of Remeasurement Gains and Losses has been omitted as there were no relevant transactions to report.

a. Basis of Accounting
These financial statements are prepared by management in accordance with Canadian public sector accounting standards for provincial reporting entities established by the Canadian Public Sector Accounting Board.

b. Measurement Uncertainty
The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reporting amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include accounts receivable, accrued liabilities and amortization.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from these estimates.

c. Cash
Cash is comprised of monies on deposit and is recognized at their fair value. Fair value is approximated by the instrument's initial cost in a transaction between unrelated parties.

d. Inventory for Resale
Inventory for resale is valued at the lower of cost and net realizable value. Cost of merchandise is determined principally on a first-in, first-out basis. Inventory cost includes the costs of purchase plus other costs, such as taxes and transportation that are directly incurred to bring inventories to their present location.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

e. Non-financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

f. Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets. Cost includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the asset. Tangible capital assets are amortized over their estimated useful lives. Amortization expense is calculated using the straight-line method at the following annual rates:

Photo library	10% to 20%
Furniture and equipment	10% to 20%
Computer equipment and systems	25% to 33%
Leasehold improvements	10%
Signs and displays	20%
Video and video footage	20% to 33%

When tangible capital assets no longer contribute to Tourism Saskatchewan's ability to provide goods and services, they are written down to residual value.

g. Revenue

Grants and contributions are recognized as revenues when the grant or contribution is authorized, any eligibility criteria are met, and reasonable estimates of the amounts can be made, unless the transfer stipulations establish a liability, in which case revenue is recognized as the stipulations are met.

Other revenue, which includes partnership, sales of products and services and interest revenue, is recognized in the period in which the transactions or events occurred that give rise to the revenue.

h. Grants to Clients

Grants provided to clients for a variety of programs are recorded as an expense by Tourism Saskatchewan when it approves the transfer and the recipient meets the eligibility criteria.

3. BUDGET

The budget figures are presented for comparison purposes. Tourism Saskatchewan's 2015-2016 budget was approved by the Board of Directors on February 26, 2015. A revised budget was subsequently approved on May 19, 2015.

4. FINANCIAL INSTRUMENTS

Tourism Saskatchewan's financial instruments include cash, accounts receivables, accounts payable, accrued liabilities. The carrying amount of these instruments approximate fair value due to their immediate or short-term maturity. These instruments do not have significant interest rate or credit risk.

5. CASH

Tourism Saskatchewan has access to an operating line of credit in the amount of $500,000, repayable on demand with interest paid monthly, at the Scotiabank prime rate less 0.25%. As of March 31, 2016, Tourism Saskatchewan has not drawn on the operating line. In 2015, there were no draws on the operating line.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

6. TANGIBLE CAPITAL ASSETS

	Photo library	Furniture and equipment	Computer equipment and systems	Leasehold improvements	Signs and displays	Video and video footage	2016 Total	2015 Total
Cost								
Opening Balance	$358,491	$257,926	$1,519,736	$1,295,310	$86,017	$2,411,445	$5,928,925	$4,931,147
Additions	-	4,316	254,589	-	18,860	754,969	1,032,734	1,084,658
Disposals	(124,148)	(14,269)	-	-	(29,281)	-	(167,698)	(86,880)
Write-downs	-	-	-	-	-	-	-	-
Closing Balance	234,343	247,973	1,774,325	1,295,310	75,596	3,166,414	6,793,961	5,928,925
Accumulated Amortization								
Opening Balance	349,246	170,935	953,964	710,570	40,629	1,755,874	3,981,218	3,668,856
Amortization	9,245	28,731	278,747	129,531	9,596	297,350	753,200	399,242
Disposals	(124,148)	(14,269)	-	-	(29,281)	-	(167,698)	(86,880)
Write-downs	-	-	-	-	-	-	-	-
Closing Balance	234,343	185,397	1,232,711	840,101	20,944	2,053,224	4,566,720	3,981,218
Net Book Value	-	62,576	541,614	455,209	54,652	1,113,190	2,227,241	1,947,707

7. CONTRACTUAL OBLIGATIONS

Contractual obligations include:

Leases
Tourism Saskatchewan has entered into leases for office premises, Visitor Reception Centres and storage space at various locations in the province.

Operational
Tourism Saskatchewan has operating agreements that enable day-to-day operations of the corporation.

Program
Tourism Saskatchewan has program-related obligations to assist Saskatchewan's tourism industry operators to market and develop quality tourism products through co-operative marketing, education and training and event funding programs.

	Leases	Operational	Program	Total
2016-17	$839,185	$73,649	$985,161	$1,897,995
2017-18	757,646	59,619	292,000	1,109,265
2018-19	631,398	6,520	-	637,918
2019-20	540,392	-	-	540,392
2020-21	565,852	-	-	565,852
thereafter	2,319,608	-	-	2,319,608
	$5,654,081	**$ 139,788**	**$1,277,161**	**$7,071,030**

Contractual obligations do not include those contracts which are paid on a usage basis.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

8. DESIGNATED ASSETS

Tourism Saskatchewan is holding $675,000 as designated assets to be spent on the following programs in future years.

• Marketing	$450,000
• Event Hosting Program	$175,000
• Education and Training	$50,000

In 2015, Tourism Saskatchewan had designated assets of $1,370,000 for the following:

• Marketing	$730,000
• Event Hosting Program	$350,000
• Education and Training	$290,000

9. PROVINCIAL OPERATING GRANT

Tourism Saskatchewan receives grants from the General Revenue Fund out of monies appropriated by the legislature or authorized by Order in Council. In 2016 Tourism Saskatchewan received $14,532,000 from the Ministry of the Economy (2015 - $16,172,000).

10. RELATED PARTY TRANSACTIONS

Included in these financial statements are transactions with various Saskatchewan Crown corporations, ministries, agencies, boards and commissions related to Tourism Saskatchewan by virtue of common control by the Government of Saskatchewan and non-Crown corporations and enterprises subject to joint control or significant influence by the Government of Saskatchewan (collectively referred to as "related parties").

Routine operating transactions with related parties are settled at prevailing market prices under normal trade terms. These transactions and amounts outstanding at year end are as follows:

	2016	2015
Accounts Receivable	$109,174	$92,172
Accounts Payable and Accrued Liabilities	105,649	72,914
Other Revenue	500,432	744,329
Expenses	1,457,619	1,456,606

Other related party transactions are disclosed elsewhere in these financial statements.

11. DEFINED CONTRIBUTION PENSION PLAN

Tourism Saskatchewan participates in the Public Employees' Pension Plan (PEPP), a defined contribution plan. Tourism Saskatchewan's obligations are limited to matching contributions made by the employees, up to a rate of 7.5%, for current services. In 2016, Tourism Saskatchewan contributed $438,825 (2015 - $422,515).

SCHEDULE OF EXPENSES

Schedule 1 - Expenses by Program For the Year Ended March 31

	Administration	Marketing	Industry Development	Education and Training	Visitor Services	2016	2015
Salaries	$1,580,211	$1,998,999	$1,003,420	$887,365	$579,463	$6,094,458	$5,862,935
Benefits	297,862	302,168	137,754	150,572	100,237	988,593	980,334
Professional Services	534,679	169,083	124,610	714,979	80,820	1,624,171	1,703,856
Advertising	-	3,285,626	19,244	4,141	-	3,309,011	2,948,447
Promotion and Other Marketing	38,571	241,082	471,309	5,494	123,348	879,804	904,417
Print	1,241	232,881	3,457	12,796	924	251,299	325,985
Travel	30,405	445,592	44,609	56,634	10,322	587,562	575,426
Board and Committees	13,729	-	-	-	-	13,729	44,004
Rent and Equipment Purchases	864,810	437	-	7,469	6,802	879,518	872,272
Supplies and Services	227,698	63,528	7,610	22,426	3,596	324,858	288,417
Other Related Business Expenses	82,943	35,682	84,702	11,794	1,894	217,015	219,864
Amortization	753,200	-	-	-	-	753,200	399,242
Grants	-	124,331	709,563	160,774	-	994,668	3,985,271
Total	**$4,425,349**	**$6,899,409**	**$2,606,278**	**$2,034,444**	**$907,406**	**$16,872,886**	**$19,110,470**

TOURISM Saskatchewan CANADA

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